

**To:** Minoli, Kevin[Minoli.Kevin@epa.gov]; Fine, Steven[fine.steven@epa.gov]; Darwin, Henry[darwin.henry@epa.gov]  
**Cc:** bangeline@msipros.com[bangeline@msipros.com]; Monson, Mahri[Monson.Mahri@epa.gov]  
**From:** GM Sieber  
**Sent:** Thur 1/18/2018 2:14:35 AM  
**Subject:** Re[4]: FOIA Lean Event

Kevin,

My day is booked pretty solid tomorrow and this is probably an internal conversation you guys need to have. I am in 4225 East Friday morning at 10AM for another team meeting and could meet before that if you are interested.

Br,

Greg

----- Original Message -----

From: "Minoli, Kevin" <Minoli.Kevin@epa.gov>  
To: "GM Sieber" <gmsieber@msipros.com>; "Fine, Steven" <fine.steven@epa.gov>; "Darwin, Henry" <darwin.henry@epa.gov>  
Cc: "bangeline@msipros.com" <bangeline@msipros.com>; "Monson, Mahri" <Monson.Mahri@epa.gov>  
Sent: 1/17/2018 4:49:02 PM  
Subject: RE: Re[2]: FOIA Lean Event

Hi Greg- Steve and I, plus a colleague from the Administrator's Office are planning on meeting at 12:30 tomorrow try and make sure we are on the same page internally. While ideally we would meet internally before we met with you, in light of the timing and difficulty in scheduling, if you are free at 12:30 tomorrow that I would suggest we use that time to at least introduce ourselves. If that time does not work for you or Steve, if you prefer we keep that first meeting internal to EPA, then let me know and Mahri will work with folks to identify another time. Thanks, Kevin

**Kevin S. Minoli**

Principal Deputy General Counsel

Office of General Counsel

US Environmental Protection Agency

Main Office Line: 202-564-8064

**From:** GM Sieber [mailto:[gmsieber@msipros.com](mailto:gmsieber@msipros.com)]  
**Sent:** Wednesday, January 17, 2018 12:19 PM  
**To:** Minoli, Kevin <[Minoli.Kevin@epa.gov](mailto:Minoli.Kevin@epa.gov)>; Fine, Steven <[fine.steven@epa.gov](mailto:fine.steven@epa.gov)>; Darwin, Henry <[darwin.henry@epa.gov](mailto:darwin.henry@epa.gov)>  
**Cc:** [bangeline@msipros.com](mailto:bangeline@msipros.com)  
**Subject:** Re[2]: FOIA Lean Event

Kevin,

Thank you for the thorough response. I am already more informed. I am in DC, so my suggestion is that we get together for a talk to discuss the strategy for making this a success and in parallel, you guys work out some of the internal matters. I will keep the event on my calendar, but would really need to make a final decision early next week.

Thanks,

Greg

----- Original Message -----

From: "Minoli, Kevin" <[Minoli.Kevin@epa.gov](mailto:Minoli.Kevin@epa.gov)>

To: "GM Sieber" <[gmsieber@msipros.com](mailto:gmsieber@msipros.com)>; "Fine, Steven" <[fine.steven@epa.gov](mailto:fine.steven@epa.gov)>; "Darwin, Henry" <[darwin.henry@epa.gov](mailto:darwin.henry@epa.gov)>

Cc: "[bangeline@msipros.com](mailto:bangeline@msipros.com)" <[bangeline@msipros.com](mailto:bangeline@msipros.com)>

Sent: 1/17/2018 12:05:03 PM

Subject: RE: FOIA Lean Event

Greg- I apologize for my delay in responding. Despite that delay I want you to know that ultimately fixing this process is incredibly important to me and my office. The planned timing of this event, however, is extremely challenging for me and my office. I share the details of the challenge below because I want to be transparent in what I am faced with and so we can work through it together. I am cc'ing Henry so he is aware of

the challenges I and OGC are facing at the moment because this is too important for us to fail. Henry, other than an email exchange over the holidays we have never discussed this project and so much or all of the below is new information to you as well. I think it warrants a conversation about whether this is the right time for this and, if you still believe it is, how the agency can support it.

Here are the challenges we need to overcome to make this a success. First, at this time, OGC does not yet actually own the process here. We are pushing to complete a reorganization of the process from Steve's office to mine by the end of January, but I have just scheduled four meetings with employees and the unions over this week and next and I am not sure whether that will be enough to get us across the finish line. Just yesterday, I received over 40 questions from the union about the reorganization. There is a great deal of concern in the staff about what the reorganization means that has to be resolved if we want them to meaningfully participate in this process. Second, the week of 29<sup>th</sup> is already fully booked with an EPA-wide SES meeting and a meeting of all of the SES-heads of the law offices from across the country. There is simply no work I can do on this that week. Third, our new General Counsel just arrived last Monday and so we are scrambling every day to meet his needs. Those needs change rapidly and so my days are not predictable at all at the moment. Fourth,

Ex. 6 - Personal Privacy

## Ex. 6 - Personal Privacy

Ex. 6 - Personal Privacy I means that I need to change my role from sponsor to process owner, which exacerbates the first three items. Finally, fifth, I am going to be out from

Ex. 6 - Personal Privacy and so will not be able to do any near-term post-event follow through.

Ex. 6 - Personal Privacy

## Ex. 6 - Personal Privacy

I have spent the better part of the last seven years working to improve this process, so please do not take this as an indication that I do not support bringing LEAN and the LEAN management system to FOIA. Rather, it is because I care so much about getting it right that I am raising this in this level of detail. I am struggling to see how we can do it on the timeline we have been given, but I also do not fully know what is involved or expected from me or the office and so it may be that it is much more feasible than it currently seems to me.

I have cc'd Mahri Monson, who is my special assistant, has much more experience with LEAN than I do, and is helping me on this project. She can help get something on my calendar to discuss the project. Greg, it would be great if folks could cc her on emails to me as we work through this.

Thanks for the help thinking this through.

Kevin

**Kevin S. Minoli**

Principal Deputy General Counsel

Office of General Counsel

US Environmental Protection Agency

Main Office Line: 202-564-8064

**From:** GM Sieber [mailto:[gmsieber@msipros.com](mailto:gmsieber@msipros.com)]

**Sent:** Tuesday, January 16, 2018 9:25 PM

**To:** Fine, Steven <[fine.steven@epa.gov](mailto:fine.steven@epa.gov)>; Minoli, Kevin <[Minoli.Kevin@epa.gov](mailto:Minoli.Kevin@epa.gov)>

**Cc:** [bangeline@msipros.com](mailto:bangeline@msipros.com)

**Subject:** Re: FOIA Lean Event

Hi. Checking in again to see when you are available to discuss the Lean event.

Br,

Greg

----- Original Message -----

From: "GM Sieber" <[gmsieber@msipros.com](mailto:gmsieber@msipros.com)>

To: [fine.steven@epa.gov](mailto:fine.steven@epa.gov)

Cc: [minoli.kevin@epa.gov](mailto:minoli.kevin@epa.gov); "[bangeline@msipros.com](mailto:bangeline@msipros.com)" <[bangeline@msipros.com](mailto:bangeline@msipros.com)>

Sent: 1/4/2018 12:55:27 PM

Subject: FOIA Lean Event

Gentlemen,

Happy New Year. It appears that I have been assigned to facilitate your Lean event on FOIA scheduled for the week of 5 February.

Barry Angeline, copied on this email will be my co-facilitator. We have both conducted numerous events and I personally have some familiarity with the FOIA process, so I expect we will be effective.

Given that we have minimal time to prepare, it would be great to have an introductory call next week. How is your availability for a call next Tuesday anytime between 11:30 and 2:00?

Best regards,

Greg

**G. M. Sieber**  
President  
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